

REVERING THE DIFFERENCES AT WORKPLACE: IMPACT OF ATTITUDES AND JOB SATISFACTION IN SERVICE SECTORS

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ABSTRACT

Diverse workforce has become dependable today in the diverse work environment. The impact of diversity varies with the type of environment, business strategy, and operations of the management. As organizations compete globally, management has become more prominent for creating advantages and getting a competitive edge. The dynamic organization looks for well-talented people, showing their interests in the workplace and seeking the growth of the industry. The management should embrace and valuing workplace diversity where people come from various backgrounds. Therefore, attitudes influence performance in a multicultural work environment. The HR managers need to set off the diverse measures including integrity on certain core values with the fair and respectful treatment of all members homogeneously. This article reviews descriptive research; affects workers' commitment and firm performance, HR professionals have to value diversity and enhance the positive outcomes successfully.

KEYWORDS: Workplace Diversity, Valuing Differences, Firm Performance, Workers Commitment, Job Satisfaction & Attitude

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INTRODUCTION

It is found that administrators and researchers have noticed the significance and its importance of diversity on the components of variables in an organization. In specific, the attrition rate is high among unhappy employees. Thus, the necessity to understand and manage the diversity arises for the survival and to prosper the organization through its contributing variables. Accordingly, the priority focus of this study is to determine the components of managing diversity in a diverse work environment.

Managing diversity in a diverse workplace is identified as the affective orientation where an employee (individual/group) has towards his or her work. In other words, it is an affective reaction towards the satisfaction of a job that results between desired and perceived outcomes from a diverse background.

"A healthy and happy worker is a productive worker" to get the best product according to their capacity and level the Management has to keep its Employee to be satisfied.

Since the happy employee most probably be the honest, sincere and committed to the job and also to the management without any supervision they deliver their best. Happy employees are ready to work even in odd hours in case of emergency may sacrifice their time for the development of the organization with voluntary service without any compulsion. Managing diversity found that the other dimensions such as feelings, attitudes or preferences of individuals change in their behavior in the organization's work environment. Based on the above

three components, many persons developed the different theories related to job satisfaction further it is divided into two components viz., Internal job satisfaction and external job satisfaction.

Based on research identified, the internal satisfaction are related to the work directly itself feeling of achievement (such as independence, victory, self-esteem, control, and other similar feeling obtained from work), however, external satisfaction related to the factors (such as high salary, good welfare, good relationships with colleagues and utilities, good environment). If the Employees are motivated towards their work and passion, then only the attitudes of the employees will change towards satisfaction with their job and organization on the whole. The positive environment at the workplace reflects that the positive attitude and employees are well satisfied at the work and thus the results in diversity to achieve the required goal. Further to manage diversity the management has to concentrate on the following factors;

- work-related
- employee-related
- Stress (arise out of employment or from family)
- Marital dissonance
- Family problems
- Uncertainty of job expectations
- volume of work
- work-family conflict

Serial Numbers 1 to 5 are related to decreased job satisfaction in the workplace and serial numbers 6 to 8 are related to increase emotional toughness in job satisfaction and decreases job satisfaction.

DEFINITIONS

Definitions given by leading authors and experts on Job satisfaction is defined by

- Weiss as a pleasurable, emotional, state resulting from the appraisal of one's job. An effective reaction to one's job.
- Sharanya and Saradevi defines Job satisfaction as an individual behaviour/attitude towards likes to the specific jobs even in odds.
- Prasanta Tarafdar defines Job satisfaction as to keep employees in total happiness and improve their individual behavior with motivation.
- S N Misra defines Job satisfaction as an agreement between the employees and employers in hormonal relationship to achieve excellent performance by group/individual at critical conditions

REVIEW OF LITERATURE

- Sunder et al., (2012) examines LIC employees towards the relationship between demographic factors with that of job satisfaction.

- Singh Anita (2012) study focuses on the Banking Sector employees to determine the factor that causes the job dissatisfaction among the employees and employees, employees and employers.
- Jagannathan et al., (2011) identified the factor affecting job satisfaction among different levels and categories of employees and measure the complete job satisfaction of employees irrespective of designations. Based on the above reviews most of the researchers focus on private sector insurance company employee satisfaction. Hence, the researcher focuses on employee satisfaction on attitudes concerning service sectors.

Components Determine to Satisfaction and Dissatisfaction

- Employer's concern for employees
- Job design (scope, depth, interest, perceived value)
- Workmen Compensation (external and internal consistency)
- Working Environment
- Fear free Social relationships
- Enhanced long-range future opportunities
- Expected elsewhere better opportunities
- Aspiration levels and achievement

EMPLOYEE NEED?

- Individual identification
- Relevant task
- Special opportunity to do
- Strong Job security
- Fair wages
- Welfare benefits
- Interest-free advance
- Unbiased justice with no shouting
- Hazels free work atmosphere
- Inspired dynamic leadership

EFFECTS OF ATTITUDE ON JOB SATISFACTION

The effect of the attitude of an employee's on job satisfaction leads a series of influenced factors in organizational life to achieve success or failure and profit/loss-making organizations. Some of them are worthy to mention here - productivity, loyalty, honesty, sincerity, commitments on one side and the other hand absenteeism, adopting slow work, delay tactics, wastage of raw materials intentionally, spoiling the good environment are analyzed concerning their attitudes. For

example, a comprehensive analysis of the research literature finds that the correlation graph on attitude in the diverse workplace measures between productivity v/s job satisfactions. Certainly, not necessary to conclude that satisfied workers will surely are the highest producers. Employee Reward is most important among the possible moderating variables when employees receive rewards they feel good and becomes proud of comparing with other employees. Further, they desire to get many more rewards and hence perform beyond their capacity is rightful and meaning full way with complete satisfaction of the superiors and to the management within a minimal period. At present, there is still doubt exists whether performance leads to rewards or rewards makes them perform better in the organization.

Statement of Problem

Retaining good employees is a major task in an organization to save in the expenditure of hiring, advertising, conducting interview and selection is a much more difficult task, since it involves in feeding out of an unwanted candidate. The employee individually thinks twice before leaving the present employer based on the benefits, complete satisfaction, and work environment hence employee satisfaction is very much essential for the Organisation. The organization also needs to retain the potential talented workmen on a long-term basis because of minimum supervision, good production, and growth in an exponential way. The statement says satisfied employees stay longer in an organization.

By retaining the potential, talented experienced employees for guaranteed success and growth can minimize the cost of giving training for newly hired person leads to a waste of time and money along with resources, production hampers for the said training period results in loss to the organization. And once, the employee gets training and immediately leaves Company is under total loss and the same knowledge can be utilized by the employee results more completions. However, organizations need to have experienced people where they can guide the fresher or individuals who have just joined.

Good Attitudes with most satisfaction level is necessary for the overall development of the Company, for example, if the faculty works in Indian Institute of Science or Indian Institute of Management is satisfied and happy with the brand name of the Organisation compared to small institute in the rural area where there is no respect for the faculty due to the involvement of the management involving in unproductive work fighting to each other and unnecessary wasting time results in a loss instead of generating revenue. Dissatisfied employees would find their jobs difficult and always feels unsecured in every small thing and are rigid too. They are not ready for change.

Commonly, cheerful and happy employees ready to learn new things without any compulsion by participating in training programs which leads to accurate performance in the job and also in their careers which results in the right attitude. Well trained employee trains the newly appointed employees with motivation to accept new challenges beyond the control of the organization.

Objectives of the Study

To identify the diverse factors affecting employees' attitude and job satisfaction of service sectors.

Research Hypothesis

H0₁: Recognition for work positively influences on attitude and employee satisfaction

H0₂: Need Fulfillment positively influences on attitude and employee satisfaction

H0₃: Interpersonal Relationship positively influences on attitude and employee satisfaction

H04: Promotional Prospects positively influences on attitude and employee satisfaction

H05: Training and development positively influences on attitude and employee satisfaction

H06: Working environment positively influences on attitude and employee satisfaction

H07: Motivation from supervisor to work positively influences on attitude and employee satisfaction

H08: Commission benefits positively influences on attitude and employee satisfaction

H09: Organizational Policy positively influences on attitude and employee satisfaction

RESEARCH METHODOLOGY

The present study of this research work is to analyze and describe with the available variables by employing descriptive and empirical research and by adopting the structured questionnaire with **primary and secondary data as the data collection method for this survey**. The population means the employee in service sectors. Simple random sampling used with the sample sizes is 142 employees. The researcher used the structural equation model used in this study.

RESULTS AND DISCUSSIONS

Table 1: Structural Model Estimates: Factors Influence on Employee Satisfaction

Hypothesis	t- Value	Standardized Regression Weight (β)	Results
H ₁	8.3	0.37*	Accepted
H ₂	9.8	0.48*	Accepted
H ₃	15.4	0.67*	Accepted
H ₄	19.3	0.76*	Accepted
H ₅	8.1	0.44*	Accepted
H ₆	19.5	0.84*	Accepted
H ₇	5.3	0.23*	Accepted
H ₈	14.9	0.65*	Accepted
H ₉	9.3	0.47*	Accepted

Notes: *Significant Value at 0.01; Chi-Square= 26.507, degree of freedom = 13, $p = 0.001$, CMIN/DF = 2.039, NFI = 0.904, TLI = 0.935, CFI = 0.922, RMSEA = 0.086.

Testing Hypothesis

H01: Recognition for work positively influences on attitude and employee satisfaction

H11

The hypothesis (that recognition for work positively influences employee satisfaction) was accepted. As shown in Table 1, the path for this relationship was significant ($\beta = 0.37$, t-Value = 8.3). Satisfied employees responded strongly in terms of positive recognition of attitude toward work.

H02: Need Fulfillment positively influences on attitude and employee satisfaction

H12

The hypothesis (that needs fulfillment positively influences employee satisfaction) was accepted as shown in Table the path for this relationship was significant ($\beta = 0.48$, t-Value = 9.8). Satisfied employees responded strongly in terms of

attitude toward positive need fulfillment.

H0₃: Interpersonal Relationship positively influences on attitude and employee satisfaction

H13

The hypothesis (that the interpersonal relationship positively influences employee satisfaction) was accepted. As shown in Table, the path for this relationship was significant ($\beta = 0.67$, t-Value = 15.4). Satisfied employees responded strongly in terms of a positive attitude towards interpersonal relationships.

H0₄: Promotional Prospects positively influences on attitude and employee satisfaction

H14

The hypothesis (that a promotional prospect positively influences employee satisfaction) was accepted. As shown in Table, the path for this relationship was significant ($\beta = 0.76$, t-Value = 19.3). A satisfied employee responded strongly in terms of a positive attitude towards promotional prospects.

H0₅: Training and development positively influences on attitude and employee satisfaction

H15

The hypothesis (that training and development positively influence employee satisfaction) was accepted. As shown in Table, the path for this relationship was significant ($\beta = 0.44$, t-Value = 8.1). A satisfied employee responded strongly in terms of a positive attitude towards training and development.

H0₆: Working environment positively influences on attitude and employee satisfaction

H16

The hypothesis (that Working environment positively influences on attitude and employee satisfaction) was accepted. As shown in Table, the path for this relationship was significant ($\beta = 0.84$, t-Value = 19.5). A satisfied employee responded strongly in terms of a positive attitude towards training and development.

H0₇: Motivation from supervisor to work positively influences on attitude and employee satisfaction

H17

The hypothesis (that motivation from the supervisor positively influences employee satisfaction) was accepted. As shown in Table, the path for this relationship was significant ($\beta = 0.23$, t-Value = 5.3). A satisfied employee responded strongly in terms of a positive attitude towards motivation from a supervisor.

H0₈: Commission benefits positively influences on attitude and employee satisfaction

H18

The hypothesis (that commission benefits positively influences employee satisfaction) was accepted. As shown in Table, the path for this relationship was significant ($\beta = 0.65$, t-Value = 14.9). A satisfied employee responded strongly in terms of a positive attitude towards commission benefits.

H0₉: Organizational Policy positively influences on attitude and employee satisfaction

H19

The hypothesis (that organizational policy positively influences employee satisfaction) was accepted. As shown in Table, the path for this relationship was significant ($\beta = 0.47$, $t\text{-Value} = 9.3$). A satisfied employee responded strongly in terms of a positive attitude towards organizational policy.



Figure 1: Direct Effect of Factors Influencing on Employee Satisfaction

CONCLUSIONS

It is observed from the above findings that the nine factors which determine the job satisfaction towards the attitude of the employee's satisfaction influence 1) recognition for work, 2) need fulfillment, 3) interpersonal relationship, 4) promotional prospect, 5) training and development, 6) working environment, 7) motivation from supervision, 8) commission benefits and 9) organizational policy.

From the analysis, it is noted that H6- working condition has the more significant with the values 19.5 and regression 0.84 is the highest among all attitude parameters and H7- Motivation from supervisor 5.3 has the least significant value 5.3 and regression 0.23, followed by H4- Promotional prospects with significant value 19.3 with regression 0.76, H3- interpersonal relationship with significant value 15.4 and regression 0.67, H8- commission benefits with significant value 14.9 with regression 0.65, H2- need fulfillment, with significant value 9.8 and regression 0.67, H9 - organizational policy, with significant value 9.3 and regression 0.47, H1- recognition for work with significant value 8.3

and regression 0.37, H5- training and development with significant value 8.1 and regression 0.44 note that the dimension of working conditions had a significant influence on the attitudes concerning their satisfaction. In contract, motivation of the supervisor was not found to be a significant influence on attitudes towards employee satisfaction in the present study.

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